Title 40/CCA LSS Initiative

Working Team Meeting Updates

23 Sep 08

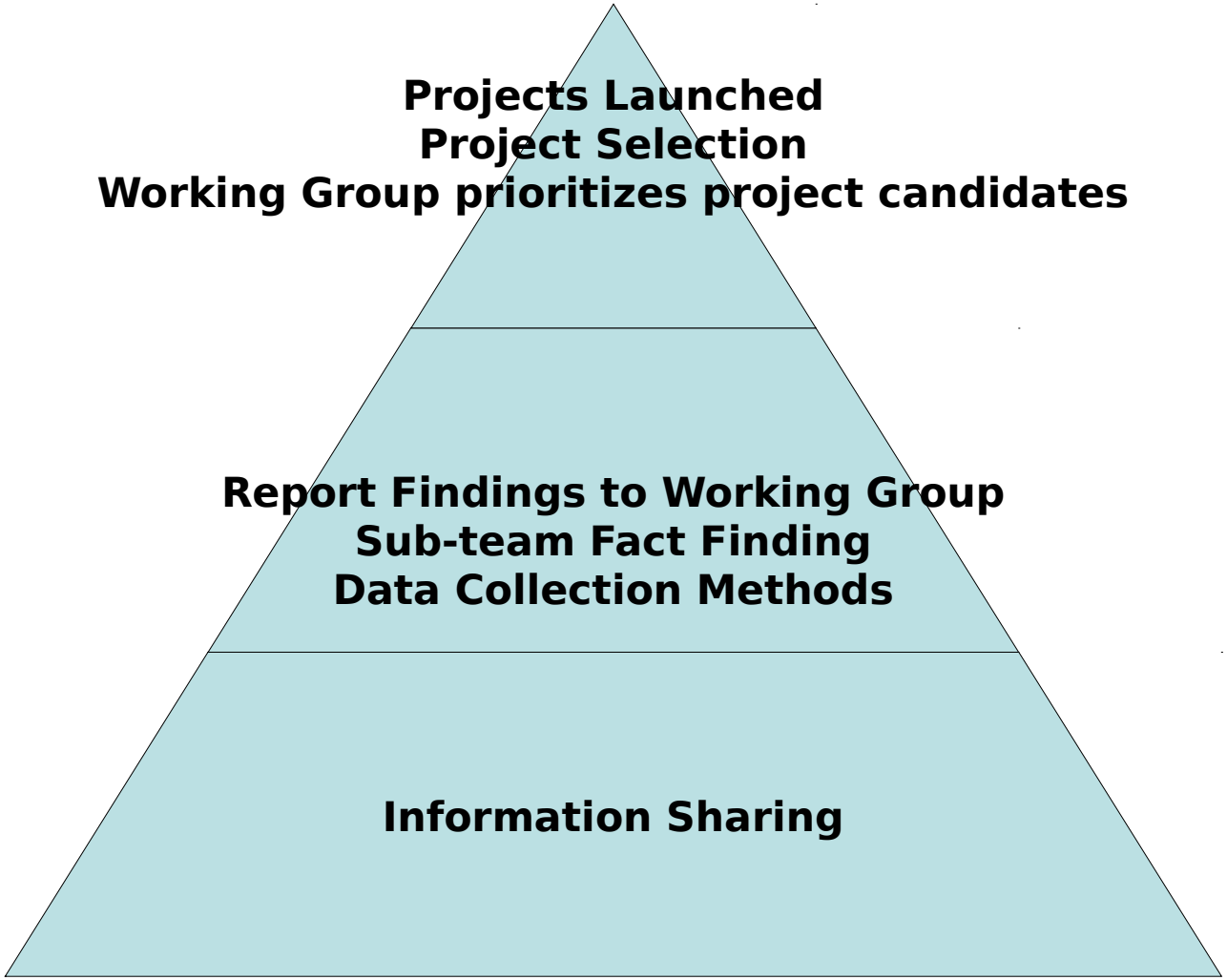
9/23/08 Working Team AGENDA

Title 40/CCA Core Team

D M A I C

Time	Topic	Details	Facilitator
5 min	Review	Work Progress from 9/16 Team Workshop	Tomatra
5 min	Action Items & Homework	(1) Homework: Sub-team creation & composition, Sub-team roles & responsibilities. (2) NOTE: Everyone should come to the meeting prepared to volunteer for sub-teams & be ready to identify organizations/entities/components that should be included on the sub-teams.	Tomatra / Ed / Rick
20 min	Report Out	Overview of functional areas with Ed Zick (GIG/ISP).	Ed Zick
50 min	Sub-Team Creation	Introduction to LSS Waste categories. Complete Sub-teams focused around the CCA elements (team member determination and identifying key factors/metrics for sub-teams.)	Tomatra / Rob Pratt
25 min	Metrics Creation	Identify key performance indicators, refine data collection questions and finalize metrics.	Tomatra
10 min	Project Timeline Discussion	Agree to a project timeline with key milestone dates.	Tomatra / Ed
5 min	Wrap-up	Next Steps & Action Item Review	Tomatra

Building Our Pyramid of Project Success



CCA/40 Process Flow – Layer 0

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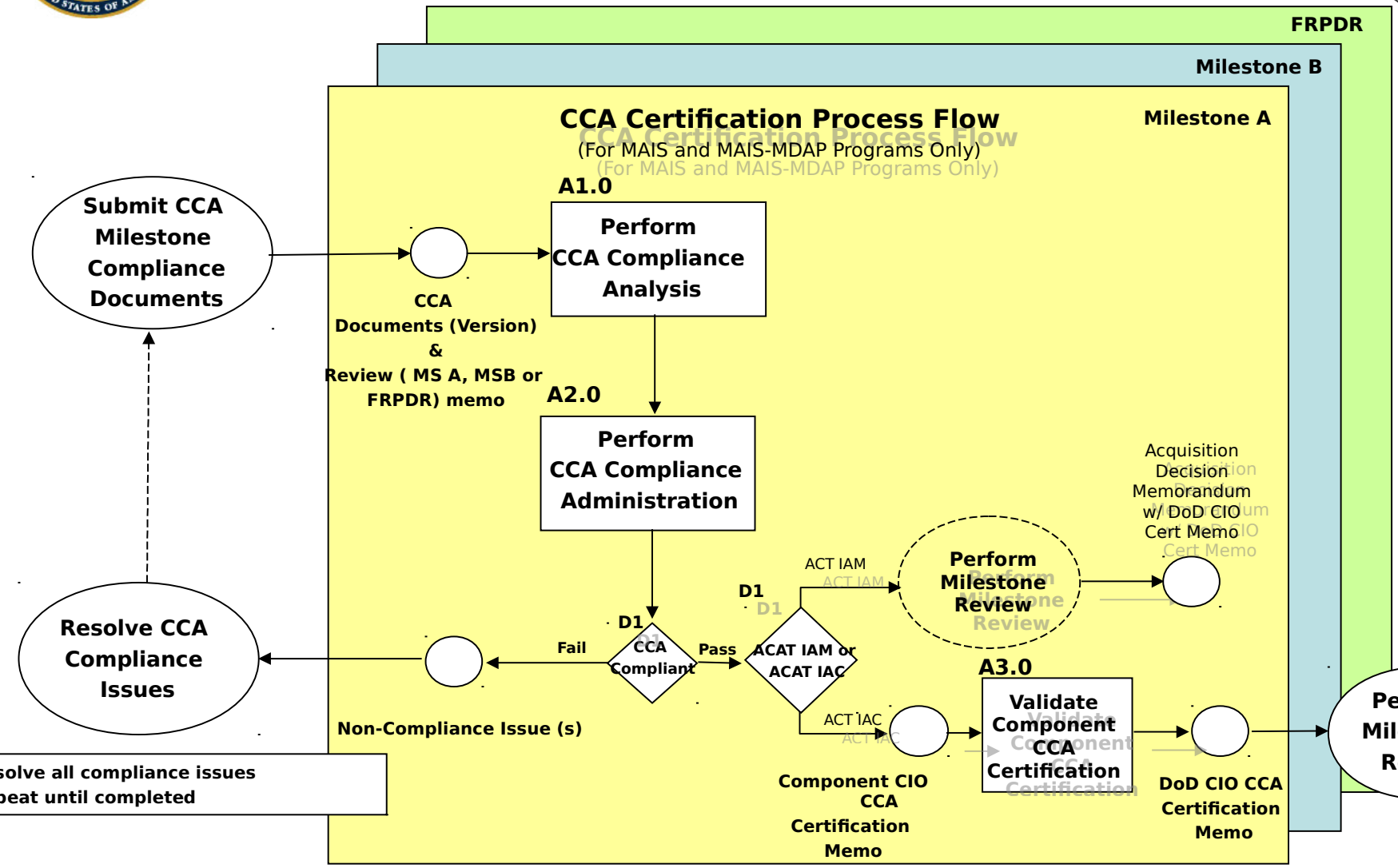

Note: The activity “Perform Milestone Review” is out of scope of this process flow

CCA/40 Process Flow – Layer 0

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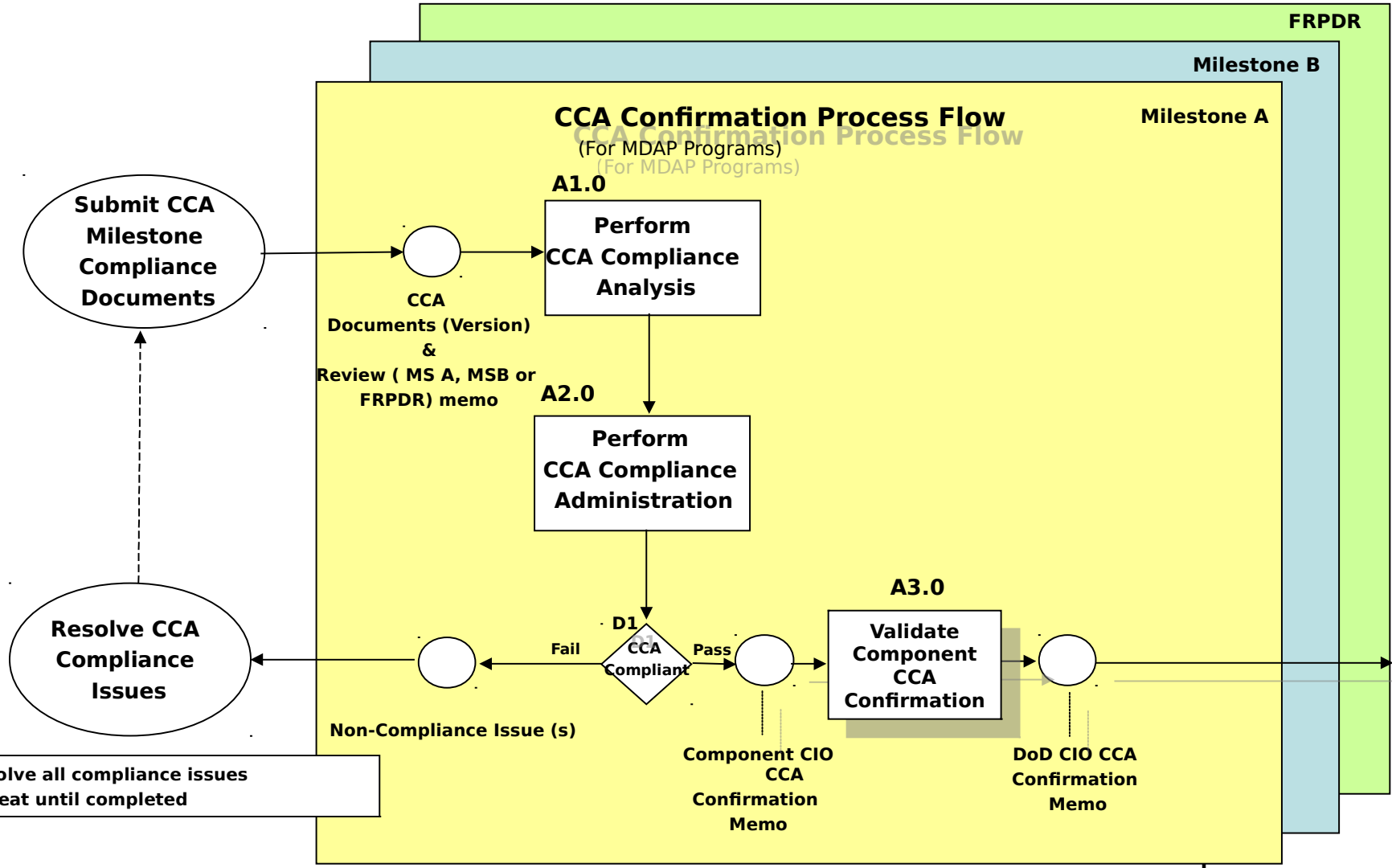

Note: The activity "Perform Milestone Review" is out of scope of this process flow

General Rules of Project Sub-team Responsibility

- What is the project sub-team responsible for?
  - Understanding the work to be completed
  - Planning assigned activities
    - In increasing detail as needed
  - Completing assigned work
    - Within scope, quality, and time expectations
  - Keeping the project sponsors (Title 40/CCA Working Group) informed
    - Of scope changes, risk and quality issues
  - Proactively communicating status
    - And managing expectations

Title 40/CCA Requirements Sub-Team Roles & Responsibilities

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- Each sub-team will be composed of a Team Lead and Team Members.

- **Team Leader:** Responsible for leading the team to examine the requirement function across the product life cycle. The Team Lead is responsible for ensuring the sub-team addresses the checklist items and reports the findings back to the Title 40/CCA Working Group.
- **Team Members:** Responsible for helping the Team Lead to address the checklist by identifying potential problem areas within Title 40/CCA requirements across the product life cycle. Also responsible for reporting their findings back to the Title 40/CCA Working Group.
- **Title 40/CCA Working Group:** Responsible for reviewing the information & data provided by the sub-teams. Also responsible for identifying, prioritizing and selecting DMAIC/Quick Win & Rapid Improvement Event projects to be completed.

Sub-Team Composition List

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Title 40/CCA Requirement	Project Team Members
Core Priority Function Determination	
Outcome-based Performance Measures (MOEs) & Post Implementation Review (PIR)	Len Sadauskas & Amelia Grazioso
Business Process Redesign (BPR)	Tom Hickok
Outsourcing Determination	
Analysis of Alternatives (AOA)	Bill May, Ed Wingfield
Economic Analysis (EA)	Bill May, Ed Wingfield
Acquisition Performance Measures	
Global Information Grid (GIG) (Information Support Plan (ISP)	Ed Zick, Paul Szabados
Information Assurance (IA) strategy	Art King, Dominic Cussatt
Modular contracting	
DoD IT Registry	Ed Wingfield, Kevin Garrison

LSS: 8 Categories of Waste

- **U**nder Utilized People
- **D**efects
- **O**ver Production
- **T**ransportation
- **W**aiting
- **I**nventory (excess)
- **M**otion (excess)
- **P**rocessing (over)

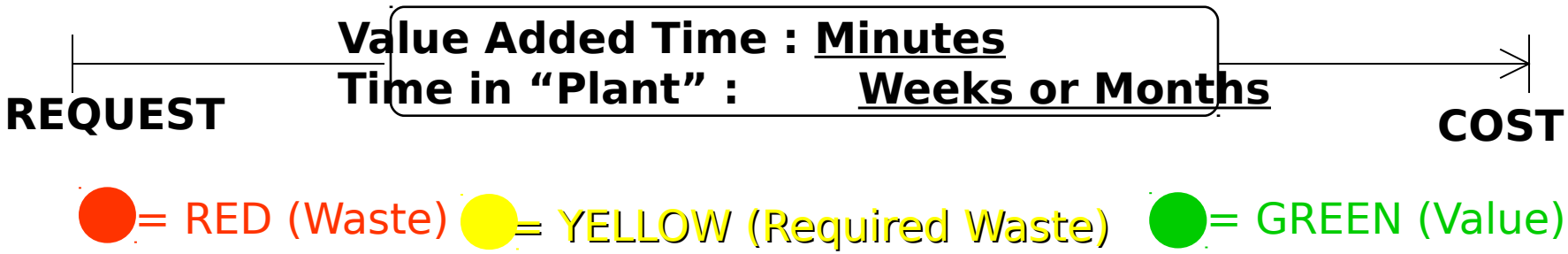
Manufacturing Examples	CCA Examples
➢ Watching a machine run	➢ ???
➢ Rework	➢ ???
➢ Sorting inventory	➢ ???
➢ Moving parts long distances	➢ ???
➢ Machine Breakdown	➢ ???
➢ Make more than is sold	➢ ???
➢ Looking for tools	➢ ???
➢ Redundant inspections	

U D O T W I M P

Value Added vs. Non-Value Added

KEY QUESTION – Are my Customers willing to pay for this??

- Value is added any time we physically change our product towards what the Customer is buying
- If we are not adding value, we are adding cost or waste
- Lean drives the systematic elimination of waste



Note: Here the term "Plant" refers to the particular work-stream/operation where the process is conducted; the plant works.

Path Delay Factors and Optimizing Cycle Time

1. Delay - Time spent waiting for information, approvals, etc. It can even factor in voice or email message response times, etc.

2. Review - Inspection of completed or partially completed work to check for errors or omissions (confirming conformance to policy, regulation, statutes or best practices). It may include review work of people new to the process or new employees (interns) or newly assigned responsible for various aspects of CCA (draft, approval, etc)

3. Mistakes - Redoing work because of errors or omissions identified internally (e.g. correcting data entry errors) or noticed by external stakeholders (e.g. resending CCA documentation to ameliorate errors fixed on previous versions - documentation management and control issues).

4. Duplication - Activities that are done elsewhere in the system (e.g. acquisition, PPBE, requirements or even service component versus DoD component) or that can be done more easily by another part of the system (e.g. writing data onto a form prior to computer entry or making hard copies of a form that is saved electronically).

Path Delay Factors and Optimizing Cycle Time

5. Movement - Physical transport of information, personnel or equipment (e.g. traveling to attend meetings or mailing/sending reports to customers/stakeholders).

6. Processing inefficiency - Performing a task in an ineffective manner (e.g. reinventing the wheel, every time a report is generated it is seen as unique and there is always a learning curve due to inexperienced people, processes, structures).

7. Resource inefficiency - Ineffective management of personnel, equipment, materials, or capital (e.g. idle workers or using workers for tasks not requiring their skills or expertise).

Metrics: Attributes

- Metrics are generally defined as:
  - "specific measures that communicate information about quality, processes, technology, products, and resources." (DAU LOG 204 Course material)
- An optimum metric would have the following attributes:
  - Tells how well organizational goals are being met thought processes and tasks;
  - Represents cause-effect relationship;
  - Is simple, understandable, logical, repeatable;
  - Shows a trend (measures change, progress);
  - Is unambiguously defined;
  - Uses data that is cost effective to collect;
  - Allows for timely collection, analysis, and reporting of information; and
  - Provides insight that drives appropriate action

Checklist for Title 40/CCA Requirements Sub-teams

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- Who are the customers? What are their requirements? Are they measurable? How were the customer requirements determined?
- What are the key success factors for requirement being achieved? What is a requirements defect (what can go wrong)?
- What is the impact of requirement on the program, customer, and its relationship to acquisition process?
- What is the process/work flow to determine compliance?
- Who are the key stakeholders? How will they be involved in the project? Who should be on the team?
- What have been the key lessons learned to date (if any)? What kinds of barriers/obstacles will need assistance to be removed?

DATA

- What are the top 3 issues experienced by those completing the requirement across the product life cycle? How often does the issue occur?
- What entity/agency causes the issue? How often does the entity cause the same issue?
- What effect does the issue have on the work being conducted (how is the issue felt?)
- How long does it take to correct the issue?

Next Steps

- Next Meeting:
  - 30 September (every Tuesday: 9 AM – 11 AM, CS4 - Room 310)
- Homework: TBD
- Action Item: TBD
- Focus:
  - Metrics Identified
  - Data Collections Questions Completed
  - Getting the Sub-teams started and underway
    - Working to meet the “Deliverables” date as posted in the Milestone Calendar provided to Senior Executives